

— How does this teamwork affect everyone? When labour and management have established trust and respect, both sides find they benefit. There is a lessening of employee-employer tensions; work progresses more smoothly and, therefore, more efficiently; employees are more interested in quality because they realize, through their committee discussions with management, that each employee is essential to the organization. When efficiency and quality increase, business volume also increases. This means greater job security for the employee as management can now meet competitive challenges.

— Why do labour-management committees function effectively? Because labour and management have built up a mutual trust and respect so that the employees want to bring their ideas to management; want to see their enterprise run as efficiently as possible; want to be part of a competitive team, striving for the benefit of everyone.

— Labour-management committees have proven that, through joint consultation, many production and procedural problems have been overcome, not by "speed up" but by pooling employee-employer knowledge through teamwork and greater mutual understanding.

— Because labour and management must co-operate if Canada is to attain her rightful place in world markets. Only through this ability to meet international competition can our country maintain and improve its standard of living.

Why a Labour-Management Committee?

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WORKING TOGETHER

THROUGH
LABOUR-MANAGEMENT CO-OPERATION

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- a management plan to usurp the rights of unions.
- a union plan to take over management responsibilities.
- a bargaining agency. Final decisions on wages, hours, conditions and related matters are subjects to be determined through bargaining committee procedures.
- a device to be used by either management or labour for their own ends. It is a joint committee for the promotion of common interests.

IS NOT...

- a committee composed equally of labour and management representatives to improve employee-employer relations, production and service efficiency, customer satisfaction. These are achieved through greater co-operation between labour and management; through each realizing that their enterprise could not exist without the other's contribution. Their operation is a joint venture. There can be no management without labour, no labour without management in any organization.
- a two-way communications channel for the exchange of ideas and information on problems pertaining to their products or services.
- an instrument, through committee recommendations, to promote effective action on quality production, tool conservation, worker welfare and recreation, better morale, less absenteeism, greater safety, employee training or retraining. It studies problems and makes recommendations. It does not give orders.

IS...

Labour-Management Joint Consultation

Labour-Management Committees DO WORK

Interviews with both management and labour representatives on labour-management joint consultation committees has proven that these committees work. BUT labour-management committees do not run themselves. It takes time and honest effort on the part of both employer and employee to make joint consultation effective. The more effort expended—the better the committee.

MANAGEMENT HAS FOUND

- less resistance to change when employees know why the changes are being made and have been consulted on how to make the changes.
- more efficient operation at all levels—industrial, commercial, service—because they have taken the time to listen to their employees.
- greater co-operation from the employees who now feel that management is interested in them as individuals.
- greater ability to meet business competition because the employees now understand management's problems.

Yes... experience has shown — joint consultation through LMC helps everyone

LABOUR HAS FOUND

- a greater feeling of responsibility because management is acknowledging that the workers can contribute excellent solutions to production and service problems.
- a sense of belonging and being necessary in the overall operation — of being part of a team.
- that their desire for co-operation can benefit them through greater job security, improved standards of living and better labour-management relations.
- that they can take their problems to management as soon as they arise thus eliminating any build-up of friction which could lead to grievances.



LABOUR-MANAGEMENT CONSULTATION BRANCH

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What a Labour-Management Committee can do...

There are many avenues open for labour-management discussions. Topics which can be discussed and upon which recommendations may be made include:

1. advance planning on new equipment and work techniques
2. educational and technical training, re-training and upgrading
3. quality production
4. pride of workmanship
5. improving employee-employer communications and understanding
6. campaigns against absenteeism
7. safety — all aspects of personal and establishment safety
8. encouragement of employee work-improvement suggestions
9. establishment of continuing channel of facts to fight rumours
10. improved housekeeping and equipment conservation

How to organize a Labour-Management Committee...

1. **DESIRE:** Make sure that the necessary enthusiasm for co-operation exists. Management and labour must want to work together if the committee is to operate successfully.
2. **DISCUSS** the plan in a spirit of friendly co-operation. Management and labour leaders must get together and talk frankly about the committee so they can be sure they know what they want, and what they are getting.
3. **EXPLAIN** the committee plan to the supervisory staff and all the workers. Make sure everyone understands what a labour-management committee is. People must know or they won't give their wholehearted support.
4. **CONSTITUTION:** A constitution describing how the committee is to operate should be drawn up between management and labour. The constitution should clearly state the functions and authority of the committee. It should be in language easily understood by everyone and contain a "Parliamentary immunity" clause so that labour members are guaranteed freedom to perform their committee functions in good faith without affecting their working relations with the company.
5. **MANAGEMENT** representatives: They should include top executives who can give authoritative answers to committee recommendations and proposals with a minimum of delay. There should also be adequate representation of foremen or supervisors so that they too may have first-hand knowledge of the committee's functions.
6. **LABOUR** representatives: The recognized collective bargaining agency may elect their representatives at a meeting, appoint them, or, as an alternative, they may be elected in a plant-wide election. All departments or natural divisions in the organization should be represented. The number of labour representatives should be at least equal to the number from management. Labour representatives should be men who have the confidence of their fellow workers, such as union executives. They should also have a good knowledge of work processes, and sufficient experience with the company to be able to contribute materially to committee deliberations.
7. **MEETINGS:** Set a definite date for the first — and all subsequent — meeting and stick to it. Regular meetings are a necessity. The usual procedure is to have one meeting each month, although some committees meet more often.
8. **CHAIRMAN and SECRETARY:** Some committees have labour and management co-chairmen who preside at alternate meetings. Others rotate the chairmanship among all members of the committee while others have a labour chairman for six months then a management chairman for six months. The secretary prepares and distributes agendas in advance, writes the minutes, then posts the minutes where they can be read by all the employees and staff personnel.

A Labour-Management Committee can work...

IF BOTH MANAGEMENT AND LABOUR

- operate the committee in a spirit of mutual understanding and confidence.
- earnestly attempt to understand each other's problems and viewpoints.
- keep an open mind throughout all committee discussions.
- do not attempt to manoeuvre for individual advantage but approach their problems in the spirit of "what is right" not "who is right".
- publicize the committee's existence and activities so that all employees are fully informed.

IF MANAGEMENT

- will always give careful consideration to all committee recommendations.
- will always explain "why" when certain recommendations cannot be adopted.
- will include top executives among its representatives on the committee.

- will recognize that the committee is not to be used to influence the employees' relations with their collective bargaining agent.
- will make certain that foremen and supervisors thoroughly understand the plan and take an active part in it.

IF LABOUR

- will recognize its obligations to co-operate in putting into effect committee recommendations which management has accepted.
- will realize that the committee is not established for the purpose of usurping management's prerogatives.
- will not select as committee representatives workers who habitually display non-co-operative attitudes.
- will not use the committee to air grievances which should be handled through grievance machinery.

How a Labour-Management Committee operates...

BRINGING MATTERS BEFORE THE COMMITTEE

Workers wishing to have a matter discussed by the committee should first bring it to the attention of their representative. The worker and his representative may then discuss it with the foreman or supervisor. If this person has the authority to deal with the matter, the proposal may be implemented immediately and a report made to the committee. If further consideration is necessary, or the foreman is not empowered to make a decision, the representative can then take the matter to the joint committee.

HANDLING THESE MATTERS

Emphasis is laid on having equal representation by both management and labour

because of the need to share ideas and points of view. Committees do not work well when a large labour group presents requests to one or two management representatives, or a large management group informs one or two labour members about the program. On the other hand, few committees bring issues to the vote. A problem is discussed and a general opinion arrived at. Joint consultation committees are not labour-versus-management but rather a meeting of minds to consider "what is best for the product or service". As one committee expressed it: "We have found that the members line up according to their beliefs rather than according to whom they represent". Other items are merely discussed and proposals made to management.